



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS UNITED STATES ARMY AVIATION CENTER OF EXCELLENCE**  
**453 NOVOSEL STREET**  
**FORT RUCKER ALABAMA 36362-5105**

Policy Memo 08-03

ATZQ-MEO

5 September 2008

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Consideration of Others (CO2) Policy**

1. Soldiers personifying the Warrior Ethos are bound to each other by integrity and respect. When effectively executed, the Army's CO2 Program engenders trust, builds cohesion, and improves organizational climate. Commanders and leaders will ensure the establishment of the CO2 Program is implemented at every level.
2. The CO2 Program encompasses a training methodology using a small group interactive discussion based format involving small groups of 15-30 Soldiers and/or civilians. The CO2 Program can be used as a training methodology when conducting any mandatory human relations training, such as equal opportunity, prevention of sexual harassment, or sexual assault.
3. On a quarterly basis, the model CO2 Program for all permanent party military and civilian personnel will include small group interactive discussion guided by a facilitator. A facilitator may be a selected leader who's the most capable personnel available, clearly able to handle themselves appropriately in a small group setting. Equal Opportunity Leaders, along with other subject matter experts, are resources used to facilitate small group sessions. Commanders will brief their training status during Quarterly Training Briefings.
4. CO2 is a readiness issue. Making time for this program in the midst of your day to day training and operational tempo is not easy. Our Soldiers have a potential for excellence unmatched by any other group of Soldiers in America's history. They will not reach this pinnacle without learning to assume responsibility for how their individual actions affect others. CO2 is your means to teach them this vital professional ethic and personal truth, that individual responsibility is the key to both personal and organizational excellence.
5. This memorandum supersedes Policy Memo 07-03, dated 17 July 2007.
6. "Above the Best"

/SIGNED/  
JAMES O. BARCLAY III  
Brigadier General, USA  
Commanding

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